

## University of Arizona Pandemic Influenza-Response Activities by Levels – DRAFT (#3) (Campus Specific)

### PLANNING

**Level I: Inter-pandemic Period (Phases 1 and 2)** – No new influenza subtypes have been detected in humans. Pandemic Flu Planning activities are occurring.

### RESPONSE

**Level II: Pandemic Alert Period (Phases 3, 4 and 5)** – Confirmed cases of human-to-human transmission of Pandemic Flu.

**Level III: Pandemic Period (Phase 6)** – Suspected Case(s) in North America.

**Level IV: Pandemic Period (Phase 6) – Suspected or Confirmed case(s)** in the Tucson area or on the UA campus.

### RECOVERY

**Level V: Post-pandemic Period** – Recovery Phase ↻ Return to Inter-pandemic Period

	LEVEL I	LEVEL II	LEVEL III (In addition to Level I actions)	LEVEL IV (In addition to Level II actions)	LEVEL V (In addition to level III)
<b>Pandemic Response Planning Subgroup (of the CERT)</b>	<ol style="list-style-type: none"> <li>1. Identify key stakeholders to include in planning process</li> <li>2. Determine emergency response personnel</li> <li>3. Identify key issues and strategize the decision-making process</li> <li>4. Identify current gaps in the Emergency Response Plan (ERP) and use the CDC checklist as guideline to address gaps and help with overall planning process</li> <li>5. Review and update the Emergency Communications Plan (ECP) in regards to a pandemic response.</li> <li>6. Review pandemic response plans.</li> </ol>	<ol style="list-style-type: none"> <li>1. Activate CERT Pandemic Response Planning Subgroup</li> <li>2. Monitor Situation/</li> <li>3. Emergency response personnel receive N95 mask fit testing and training in respiratory protection from Risk Management &amp; Safety (RM&amp; S)</li> <li>4. Involve external agencies in pandemic response planning (i.e. Pima county HD, University Medical Center)</li> <li>5. Run periodic pandemic disease tabletop exercises.</li> <li>6. Prepare and communicate travel advisories if indicated.</li> </ol>	<ol style="list-style-type: none"> <li>1. Convene the CERT Core Group for a situation briefing and review of the pandemic response plan and recommend implementation of appropriate portions of the plan.</li> <li>2. Activate the communications plan for the campus community</li> <li>3. Emergency response personnel receive appropriate respiratory protection supplies from RM&amp; S.</li> <li>4. Assess inventories of public health supplies (masks, hand cleansers, etc.) and prepare for distribution and further acquisitions.</li> <li>5. Communicate regularly with the Pima</li> </ol>	<ol style="list-style-type: none"> <li>1. Convene the full CERT for a briefing and review of the pandemic response plan and recommend implementation of those portions of the plan that are appropriate for this level.</li> <li>2. Continue to provide regular communications to the UA community in collaboration with the PCHD's Joint Information Center (JIC) and county Public Information Officers (PIOs).</li> <li>3. Assess resources needed and acquisition and allocation plans.</li> </ol>	<ol style="list-style-type: none"> <li>1. Revise travel-related containment measures when appropriate.</li> <li>2. Provide supplemental information for post-recovery.</li> <li>3. Review the effectiveness of the execution of the pandemic communications and response plans and suggest improvements as warranted.</li> </ol>

	LEVEL I	LEVEL II	LEVEL III (In addition to Level I actions)	LEVEL IV (In addition to Level II actions)	LEVEL V (In addition to level III)
			County Health Department (PCHD). 6. Prepare and communicate updated travel advisories if indicated.		
<b>Campus Emergency Response Team</b>	<ol style="list-style-type: none"> <li>1. Identify key players/partners</li> <li>2. Identify gaps, update the Campus Emergency Response Plan (CERP) and practice CERP and ICS.</li> <li>3. Determine emergency operations personnel</li> <li>4. Review and update the Emergency Communications Plan (ECP) in regards to a pandemic response.</li> <li>5. Explore effective ways to communicate with the entire campus community.</li> </ol>	<ol style="list-style-type: none"> <li>1. Practice CERP and ICS through tabletop exercises that include important community agencies and partners</li> <li>2. Develop and maintain a viable communications system for the CERT and the UA community.</li> <li>3. Communicate and work w/ ADHS &amp; Pima County Health Department regarding planning, surveillance, trigger points, thresholds, legal authority etc.</li> <li>4. Communicate with other college health services to share information on pandemic response planning.</li> <li>5. Involve other key players in planning (Facilities Management, Mental Health, Residence Life etc.)</li> <li>6. Test Linkages between university's ICS and ICS of local/state agencies</li> </ol>	<ol style="list-style-type: none"> <li>1. Communicate regularly with the Pima County Health Department</li> <li>2. Request that the CERT Core Group be convened for a briefing and to review the pandemic response plan.</li> <li>3. Compose &amp; coordinate communications for the UA community with Office of Public Affairs</li> <li>4. Coordinate response plans with the CERT Chair and the President's Office</li> <li>5. Emergency operations personnel receive appropriate respiratory protection supplies.</li> <li>6. The Crisis Response Team and the Critical Incident Stress Mgmt Team are briefed and response plans are reviewed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Request that the full CERT be convened for a briefing and to implement the pandemic response plan</li> <li>2. CERT Planning Section prepares an Incident Action Plan (IAP) for various periods of pandemic duration</li> </ol>	

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		7. Develop an Equipment and supplies inventory related to a pandemic response on campus. 8. Develop a system to monitor general numbers re: daily faculty or staff absences.			
<b>University Police</b>	1. Determine emergency operations personnel 2. Identify and prioritize training on pandemic flu 3. Identify personnel to receive training 4. Define role of university police in pandemic situation.	1. Campus Health and others trains dispatchers, security, and police on pandemic flu 2. Alert Campus Health if encountering individual(s) with flu-like symptoms 3. Emergency operations personnel receive fit test and training on respiratory protection (N95 masks) from RM&S 4. Establish policy for transportation services (i.e. students w/ health related complaints to a health care facility)	1. Implement policy for transporting individuals to hospitals 2. Coordinate w/ transportation services as necessary 3. Essential personnel receive appropriate respiratory protection supplies.	1. Secure buildings as necessary. Coordinate w/ RM&S re: the posting of signage on closed buildings. 2. Notify CHS of suspected cases for surveillance purposes 3. Assign emergency operations personnel to maintain public/campus safety and security.	
<b>Facilities Management</b>	1. Determine emergency operations personnel 2. Work with pandemic planning staff to discuss FM role in pandemic planning	1. Identify essential buildings and their maintenance needs in an emergency. 2. Establish facility decontamination procedures by cleaning staff 3. Emergency operations personnel	1. Emergency operations personnel receive appropriate respiratory protection supplies. 2. Maintain communications w/ IC 3. Review pandemic response procedures.	1. Implement pandemic response procedures as indicated. 2. Post signage on secured buildings/coordination with campus police. 3. Maintain 24-hour emergency staff	

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		<p>receive N95 mask fit testing and training on respiratory protection from RM&amp;S</p> <p>4. Coordinate w/ CERT and Incident Commander to identify building capacities, resources, etc.</p>		in case of emergency facilities needs.	
<b>Risk Management &amp; Safety</b>	<ol style="list-style-type: none"> <li>1. Participate in pandemic planning process</li> <li>2. Work w/ key players to determine the number of N95's and other public health supplies (surgical masks, hand sanitizers, etc.) to purchase</li> <li>3. Discuss liability insurance for mass clinic on campus (possibly covered under federal law)</li> <li>4. Identify labs with potentially hazardous chemical or biological reagents that will require care should there be a closure or severe loss of personnel.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assess respiratory protection plan and resources</li> <li>2. Evaluate capacity for large hazardous material and for biohazard waste disposal</li> <li>3. Emergency operations personnel receive N95 mask fit testing and training in respiratory protection</li> <li>4. Coordinate with the subgroup chair and communications team to develop travel advisories to notify faculty &amp; staff travelers entering from affected regions to limit their exposure to others and watch for signs of infection, as well as what to do if they become ill.</li> <li>5. Maintain communications with appropriate CERT members.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review pandemic response procedures.</li> <li>2. Coordinate with subgroup chair and communications team to prepare and communicate updated travel advisories if needed.</li> <li>3. Arrange for additional medical waste pickups</li> <li>4. Essential personnel receive appropriate respiratory protection supplies.</li> </ol>	1. Implement pandemic response procedures.	<ol style="list-style-type: none"> <li>1. Revise travel-related containment measures if appropriate.</li> <li>2. Coordinate financial/cost recovery with appropriate agencies (insurance, federal, etc.)</li> </ol>
<b>President's Office</b>	<ol style="list-style-type: none"> <li>1. Determine emergency operations personnel</li> <li>2. Work with the CERT Policy Group to develop pandemic response P&amp;Ps as indicated/needed.</li> </ol> <p><b>*Policies and Procedures to Consider:</b></p>	1. Receive information from CERT Chair and Pandemic	1. Briefed by the CERT Pandemic Response Planning Subgroup with	<ol style="list-style-type: none"> <li>1. Implement the pandemic response plan.</li> <li>2. President participates in communications to the</li> </ol>	1. Monitor the UA Business Continuity and Disaster Recovery Plan

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<b>Provost's Office</b>	<ul style="list-style-type: none"> <li>a. Isolation and Quarantine</li> <li>b. Travel Restrictions</li> <li>c. Class Cancellations or Campus Closure</li> <li>d. Student/Employee Absence</li> <li>e. Stockpiling</li> <li>f. Student Housing</li> <li>g. Infection Control</li> <li>h. Liability and Credentialing</li> <li>i. Requiring direct deposit of paychecks</li> <li>j. Effect on conditions of employment for lengthy closures</li> <li>k. Flexible workplace issues</li> <li>l. Return to work approval</li> <li>m. Compensation</li> <li>n. Adjustments to the academic calendar</li> <li>o. Alternate teaching sites and/or methods.</li> </ul>	<p>Response Planning Subgroup.</p> <ul style="list-style-type: none"> <li>2. Review content of internal and external public information bulletins and announcements. Work with Public Affairs to select appropriate university spokesperson(s) for media reporting.</li> <li>3. Emergency operations personnel receive N95 mask fit testing and training in respiratory protection from RM&amp;S</li> <li>4. Restrict official or school related travel of faculty, staff and students into areas of the pandemic based on CDC and World Health Organization (WHO) recommendations.</li> <li>5. Develop a system to monitor general numbers re: daily faculty or staff absences.</li> <li>6. Develop triggers for making the decisions to close down all or parts of the university. Issues included here are: <ul style="list-style-type: none"> <li>a. Policy on deadlines for tuition, financial assistance, fees, fines, drop/add,</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>a review of the pandemic response plan.</li> <li>2. Evaluate information on institutional effects of the scenario and set response priorities as appropriate</li> <li>3. Emergency operations personnel receive appropriate respiratory protection supplies from RM&amp;S</li> <li>4. Revise travel restrictions as appropriate based on updated CDC recommendations.</li> </ul>	<ul style="list-style-type: none"> <li>public, media and U of A community as needed.</li> <li>3. Restrict movement on and off campus for activities/athletic events if advised to do so.</li> <li>4. Authorize temporary suspension of classes or closure if indicated based on pre-determined triggers. A key issue here is communicating advanced warning and then timely sharing of closure and resumption of business information.</li> <li>5. Implement the UA Business Continuity and Disaster Recovery Plan as indicated.</li> </ul>	<ul style="list-style-type: none"> <li>2. Revise travel-related containment measures if appropriate.</li> </ul>

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		<p>refunds, final grade submission, etc.</p> <p>b. Impact of temporary closure on student progress and remedies available to mitigate this impact.</p> <p>7. Identify the institutional procedures and resources available and needed to assure the continuity of instruction and related operations for students and faculty in the event of large-scale absences. Issues included here are:</p> <p>a. Alternatives to in classroom instruction.</p> <p>b. Departmental procedures for combining classes or sharing teaching responsibilities.</p> <p>c. Flexibility concerning student absences.</p> <p>d. Procedures to secure confidential student information (e.g. test scores, grades, etc.) when alternative instructional methods are employed.</p>			

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<b>Office of Public Affairs</b>	<ol style="list-style-type: none"> <li>1. Determine emergency operations personnel and chain of command. Explore options for key personnel to work remotely.</li> <li>2. Identify primary spokesperson for media</li> <li>3. Draft prevention messages about proactive efforts at UA to prevent or contain a pandemic with links to appropriate state &amp; federal websites.</li> <li>4. Identify technical experts (for web, phone messages, video/audio)</li> <li>5. Establish a pandemic response section linked from the main UA website.</li> <li>6. Coordinate with colleagues at county/state re: plan for emergency communications.</li> <li>7. Explore effective ways to communicate with the entire campus community.</li> <li>8. Help plan/promote a public forum on avian flu.</li> </ol>	<ol style="list-style-type: none"> <li>1. Draft internal and external bulletins and announcements, with the subgroup chairperson, and coordinate distribution to key audiences. Post information on pandemic planning website.</li> <li>2. Emergency operations personnel receive N95 mask fit testing and training in respiratory protection from RM&amp;S</li> <li>3. Hold public forum to be broadcast via internet and Arizona Telemedicine Program to sites throughout the state.</li> <li>4. Test communication systems (websites, listservs, mass voice mail, etc.)</li> <li>5. Provide a list of avian flu experts to the media.</li> <li>6. Continue to coordinate with colleagues at other agencies.</li> <li>7. Provide links to key national news stories from CERT pandemic planning website and relevant information sources.</li> <li>8. Prepare internal/external messages for likely</li> </ol>	<ol style="list-style-type: none"> <li>1. Assemble emergency operations communications personnel to coordinate communications efforts.</li> <li>2. Ensure close coordination with the President's Office, DOS Office and other campus groups, as well as the Pima County Health Dept. and other government agencies.</li> <li>3. Post and record bulletins and updates on the UA website and CERT website.</li> <li>4. Follow Emergency Communications Plan, ensuring all vehicles provide current information.</li> <li>5. Emergency operations personnel receive appropriate respiratory protection supplies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Follow the Emergency Communications Plan.</li> <li>2. Maintain close and regular contact with the PCHD PIO and the Joint Information Center (JIC).</li> </ol>	<ol style="list-style-type: none"> <li>1. Handle post pandemic communications to key audiences and media</li> <li>2. Review the effectiveness of the execution of the emergency communications plan and suggest improvements as warranted.</li> </ol>

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		<p>scenarios for use in later stages of the pandemic.</p> <p>9. Create communications promoting good public health hygiene as an infection control measure and encouraging people to get an annual flu vaccine.</p>			
<b>Residential Life &amp; Dining</b>	<ol style="list-style-type: none"> <li>1. Participate in pandemic planning process</li> <li>2. Develop pandemic response plans pertinent to the needs and potential situations faced by Residence Life and Student Union Dining Services</li> <li>3. Determine emergency operations personnel.</li> <li>4. Develop agreements (MOA) with public/private sector to provide services (e.g. facilities for isolation or quarantine if requested by the PCHD) during a pandemic</li> <li>5. Develop agreements with other UA service providers (e.g. FM) for possible reciprocal staffing if needed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop plans for handling exposed and ill students.</li> <li>2. Emergency operations personnel receive N95 mask fit test and training in respiratory protection from RM&amp;S staff.</li> <li>3. Order and stock a supply of surgical masks for use by Residence Life staff and students in the residence halls if needed.</li> <li>4. Identify roles of essential staff: leadership, communications, food acquisition, maintenance and housekeeping</li> <li>5. Ensure emergency response menu is planned for various degrees of need.</li> <li>6. Determine how to access public health supplies (e.g.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review the pandemic response plan and implement appropriate portions of the plan.</li> <li>2. Dining services to assess inventories of public health and emergency food and water supplies (masks, hand cleansers, bottled water, soups, etc.) and prepare for distribution and further acquisition.</li> <li>3. Emergency operations personnel receive surgical masks.</li> <li>4. Work with the CERT Pandemic Response Planning Subgroup chair and communications team to deliver public health and self care messages to students living in Residence Life facilities.</li> <li>5. Notify the CHS of suspected cases for surveillance purposes.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement the pandemic response plan.</li> <li>2. Communicate regularly with the CERT Pandemic Response Planning Subgroup chair regarding the health status of students living in Residence Life facilities and the response and status of the staff.</li> <li>3. Work with Campus Health to set up a "House Call Team" residence halls visitation system to check on residents and RAs who are ill.</li> </ol>	

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		<p>surgical masks, hand sanitizers, etc.) when needed.</p> <p>7. Establish facility decontamination procedures by cleaning staff.</p> <p>8. Dining Services and Residence Life staff to develop a plan for the distribution of food supplies in the residence halls if needed.</p> <p>9. Emergency operations personnel receive the current influenza vaccine.</p>			
<b>Campus Health/Medical Services</b>	<ol style="list-style-type: none"> <li>1. Coordinate pandemic plan with the PCHD and local medical providers and clinics</li> <li>2. Determine emergency operations personnel and surge capacity</li> <li>3. In-service training for pandemic flu</li> <li>4. Promotion campaigns on hand-hygiene, coughing/sneezing etiquette and annual flu shots.</li> <li>5. Discuss social distancing procedures</li> <li>6. Identify alternate points of care provision (internal and external to the current health center)</li> <li>7. Develop inventory list and begin to stockpile supplies necessary for dealing with potentially infected patients (e.g. N-95 masks, surgical masks, hand sanitizers, tissues)</li> <li>8. Vaccinate staff against seasonal flu</li> <li>9. Identify resources (food, lodging, etc.) for Campus Health staff if required to stay on campus for an extended period of time in response to a pandemic</li> <li>10. Monitor the CDC, WHO and ACHA websites for information on a pandemic scenario and responses.</li> </ol>	<ol style="list-style-type: none"> <li>1. Communicate to potential patients that if they have influenza symptoms and have traveled to (or have been visited by persons from) affected countries to call the Campus Health Service before coming in for care.</li> <li>2. Establish isolation exam rooms</li> <li>3. Follow State and County protocol for patient testing</li> <li>4. Monitor Health Care workers</li> <li>5. Emergency operations personnel receive N95 mask fit test and training on respiratory protection from RM&amp;S.</li> </ol>	<ol style="list-style-type: none"> <li>1. Isolate and monitor suspected cases</li> <li>2. Identify contacts of suspected case</li> <li>3. Initiate prophylaxis of contacts if anti-virals are effective and available</li> <li>4. Establish additional phone triage lines for Campus Health Service</li> <li>5. Involve Counseling and Psychological Services (CAPS) for pre-emptive counseling for emergency operations personnel – coordinate this under the general MH plan with LWC and/or CISM team.</li> <li>6. Emergency operations personnel receive appropriate respiratory protection supplies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Isolation rooms in Health Center are available if ill students present there.</li> <li>2. Identify patient contacts and refer to primary care physician or Triage nurses for anti-viral prophylaxis if available.</li> <li>3. Set up alternate points of care provision (supplemental clinics) for symptomatic patients or those qualifying for antivirals or the vaccine and provide evaluation and care, or distribute antivirals and vaccine if available from local caches / SNS at these alternate clinic sites.</li> <li>4. Communicate to students, faculty and staff that if they have flu symptoms to call the CHS before coming in for care –</li> </ol>	<ol style="list-style-type: none"> <li>1. Revise travel-related containment measures</li> <li>2. Implement closing of supplemental clinics when appropriate</li> <li>3. Provide supplemental information for post-recovery</li> <li>4. Coordinate w/ mental health for post pandemic support services.</li> </ol>

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		<p>6. Vaccinate against seasonal influenza</p> <p>7. Work w/l the Pima County Health Department for operational plan for surge capacity</p> <p>8. Evaluation criteria for employees/students potentially exposed</p> <p>9. Develop procedures for mass clinic vaccination and/or medication dispensing.</p> <p>10. Establish protocol for isolation &amp; quarantine authority if appropriate and needed.</p> <p>11. Provide UA administration with a cost estimate for securing supplies for a pandemic response</p> <p>12. Establish a plan for the continuation of CHS building maintenance and operational support during a pandemic situation.</p>	<p>7. Administer vaccine when available</p> <p>8. Implement Infection Control policies &amp; procedures that help limit the spread of influenza</p> <p>9. Provide sufficient and accessible infection prevention supplies</p> <p>10. Coordinate and communicate procedures/policies regarding travel containment measures (screening travelers from infected areas, etc.)</p>	<p>can be directed to alternate clinic sites if appropriate.</p> <p>5. Develop a protocol for monitoring and supporting cases in residence halls, and on campus fraternities and sororities</p> <p>6. Develop a protocol for care of the deceased that addresses storage until notification of family and transfer of remains</p> <p>7. Develop a plan for providing 24/7 counseling services for students, faculty and staff including services provided via telephone or the Internet.</p>	

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<b>Computing and Information Technology</b>	<ol style="list-style-type: none"> <li>1. Determine emergency operations personnel.</li> <li>2. Preplan IT support for university e-mails, websites etc in the event of a pandemic situation.</li> <li>3. Identify specialized tools and necessary exceptions, as agreed by the broader planning group, for working and attending class from home.</li> </ol>	<ol style="list-style-type: none"> <li>1. Emergency operations personnel receive appropriate respiratory protection supplies.</li> <li>2. Maintain e-mail and internet connectivity.</li> </ol>	<ol style="list-style-type: none"> <li>1. Arrange for emergency telephone lines to be established at EOC , Campus Health, Counseling and Consultation, Deans Offices, Human Resources, and Employee assistance, Residence Life facilities etc.</li> <li>2. Initiate telecommunications emergency response, if needed.</li> <li>3. Maintain e-mail and internet connectivity.</li> <li>4. Maintain relevant administrative systems in a work from home situation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain phone lines.</li> <li>2. Maintain e-mail and Internet connectivity.</li> <li>3. Provide support for faculty administering their courses on line instead of in person.</li> <li>4. Maintain relevant administrative systems in a work from home situation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Hire and replace personnel if needed.</li> </ol>
<b>Student Affairs</b>	<ol style="list-style-type: none"> <li>1. Determine emergency operations personnel</li> <li>2. Draft plans to address needs/support services for students (undergraduates, graduates and Greek houses, Internationals, etc.)</li> </ol>	<ol style="list-style-type: none"> <li>1. Coordinate w/ the Office of International Affairs, RM&amp;S, Campus Health and the President's Office to monitor student travelers entering from affected regions and assist with communications to international students and their families</li> <li>2. Identify department personnel available for telephone support work.</li> <li>3. Emergency operations personnel receive mask fit test and training on</li> </ol>	<ol style="list-style-type: none"> <li>1. Review the pandemic response plan and implement appropriate portions of the plan.</li> <li>2. Assist with telephone consultation and support for the anticipated increase in phone volume.</li> <li>3. Identify personnel for communicating with families in the event of serious illness or death</li> <li>4. Emergency operations personnel receive appropriate respirator protection supplies.</li> <li>5. The Crisis Response Team and the Critical Incident Stress</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement the pandemic response plan.</li> </ol>	

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		respiratory protection from RM&S 4. Develop alternate procedures to assure continuity of instructions (web-based distance education, mailed lessons & assignments, etc)	Mgmt Team are briefed and response plans are reviewed.		
<b>Human Resources</b>	<ol style="list-style-type: none"> <li>1. Develop an approved HR communications plan</li> <li>2. Determine/Identify HR emergency operations personnel; provide University units with a plan/process for identifying unit essential personnel.</li> <li>3. Cross train HR personnel in essential jobs; assist departments/units in developing cross-training plans.</li> <li>4. Develop HR telecommunications capabilities</li> <li>5. Prepare an HR Business Continuity Plan</li> <li>6. Establish policies for staff, faculty and student sick-leave absences related to a pandemic flu or all-hazards event.</li> <li>7. Determine HR Decision-Making Process? (When to recommend alternate work sites/plans, implement related policies, etc.?)</li> <li>8. Staffing/ Staff Management – assist units in determining minimum staffing levels and plans for managing their operations at those reduced staffing levels (develop an HR tool for succession planning).</li> <li>9. Define/Determine how the following policies would be modified during a pandemic flu or all-hazards event: <ol style="list-style-type: none"> <li>a. Flexible/Alternate workplace</li> <li>b. Return to work</li> <li>c. Use of Sick Leave</li> <li>d. Absence unique to pandemic flu or an all-hazards event</li> <li>e. Compensation</li> <li>f. Pay</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Establish mandatory sick leave policies for employees suspected of being ill or exposed to pandemic influenza.</li> <li>2. Implement policies for absences unique to a pandemic event.</li> <li>3. Implement flexible workplace policies unique to a pandemic flu or all-hazards event.</li> <li>4. Identify personnel available for HR telephone support work.</li> <li>5. Emergency operations personnel receive fit testing and training on respiratory protection from RM&amp;S.</li> <li>6. Work with UA Central Administration regarding a policy requiring direct deposit.</li> </ol>	<ol style="list-style-type: none"> <li>1. Emergency operations personnel receive appropriate respiratory protection supplies.</li> <li>2. Work with Public Affairs to communicate essential and important information to employees.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement modified HR Policies related to pandemic influenza or an all-hazards event.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide staff for insurance and medical questions</li> <li>2. Implement HR Business Recovery Plan</li> </ol>

	<b>LEVEL I</b>	<b>LEVEL II</b>	<b>LEVEL III</b> (In addition to Level I actions)	<b>LEVEL IV</b> (In addition to Level II actions)	<b>LEVEL V</b> (In addition to level III)
<b>Mental Health &amp; Psychosocial Support</b>	<ol style="list-style-type: none"> <li>1. Develop plans for multiple populations/ situations, including healthcare workers. L&amp;WC as the lead unit.</li> <li>2. Develop systematic approach/guidelines for dissemination of crisis communications.</li> <li>3. ID potential “hot spots” of higher demand for MH services (e.g., Isolation).</li> <li>4. Develop resilience programs for departments, staff, students, etc., to include work/life, family and alternative work arrangement issues.</li> <li>5. Develop an educational plan for the programs in #4.</li> </ol>	<ol style="list-style-type: none"> <li>1. L&amp;WC to coordinate w/ the Pandemic Response Planning chair and communications team to develop prepared announcements, the timeline for their distribution and a resiliency educational plan.</li> <li>2. Evaluate faculty/staff/students access to and availability of mental health services.</li> <li>3. Prepare a plan to address MH and stress mgmt issues, including support personnel and materials.</li> <li>4. Encourage the use of tools/techniques for supporting staff/students and their families during time of crisis.</li> <li>5. Implement resilience and educational plans and programs as triggers warrant.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Crisis Response Team and the Critical Incident Stress Mgmt Team are briefed and response plans are reviewed.</li> <li>2. Work with the Pandemic Response Planning Subgroup chair and communications team to develop, if needed, and communicate self-care and behavioral health information.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement the pandemic response plan.</li> <li>2. Implement CISM measures as appropriate.</li> <li>3. Provide consultative assistance to departments experiencing organizational problems due to the pandemic.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide appropriate counseling post-recovery</li> <li>2. Provide mental health services follow-up as needed.</li> <li>3. Provide MH support for organizational recovery on a departmental level as appropriate.</li> </ol>
<b>Vice President for Research</b>	<ol style="list-style-type: none"> <li>1. Pre-determine which laboratories will require special attention in the event of a University closure.</li> <li>2. Ensure that the University has a written emergency plan for maintaining animal care facilities on the main campus and at the College of Medicine in the event of the need to close buildings or the university.</li> <li>3. Determine policy at NIH/NSF and other funding agencies for long-term lab closures that prevent research progress.</li> </ol>	<ol style="list-style-type: none"> <li>1. Communicate pandemic response plans to the responsible administrators at the college and central administration level.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review and be ready to implement the emergency plan for maintaining animal care facilities.</li> <li>2. Review and be ready to implement the emergency plans for maintaining vital research</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement the emergency plan for maintaining animal care facilities.</li> <li>2. Implement the emergency plans for maintaining vital research and research support infrastructure in individual</li> </ol>	

	LEVEL I	LEVEL II	LEVEL III (In addition to Level I actions)	LEVEL IV (In addition to Level II actions)	LEVEL V (In addition to level III)
	<p>4. Instruct PIs to develop a prioritized list of equipment and experiments that must be maintained on a regular basis. Identify cases in which failure to provide regular maintenance will result in costly equipment failure or hazardous situations. Prepare written instructions for maintenance procedures in these instances.</p> <p>5. Instruct PIs to develop a list of potentially dangerous or labile reagents or cell lines that must be maintained on a regular basis. Prepare written instructions for maintenance procedures in these instances.</p> <p>6. Identify one responsible party per laboratory or research group to be allowed access during campus closure. Set up a communications network within the unit. Prepare an emergency care manual that includes instructions for critical maintenance procedures.</p> <p>7. Coordinate emergency plans among individual laboratories within a department or building. Develop plans for sharing key personnel to implement critical maintenance procedures.</p>		and research support infrastructure in individual labs, departments, buildings, and colleges	labs, departments, buildings, and colleges.	
<b>Deans, Department Heads and Directors</b>	<ol style="list-style-type: none"> <li>1. Determine essential functions.</li> <li>2. Determine emergency operations personnel</li> <li>3. Develop a depth chart and succession plan for emergency operations personnel.</li> <li>4. Develop alternatives to business as usual. Areas to address include: <ol style="list-style-type: none"> <li>a. Travel Restrictions</li> <li>b. Class Cancellations or Campus Closure</li> <li>c. Student/Employee Absence</li> <li>d. Flexible workplace issues</li> <li>e. Alternate teaching sites and/or methods</li> <li>f. Return to work approval.</li> </ol> </li> <li>5. Develop a communications plan for the college and/or department.</li> <li>6. If involved in research, see the section under VP for Research for other planning issues.</li> </ol>	<ol style="list-style-type: none"> <li>1. Communicate pandemic response plans to staff at the college and departmental level.</li> <li>2. At the college and departmental level, practice the communications and pandemic response plans developed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review and implement the communications plan developed for the college and/or department.</li> <li>2. Review the college and departmental pandemic response plans with faculty and staff.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement the pandemic response plan for the college and departments.</li> <li>2. Continue to implement the college and departmental communications plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement the college and departmental business/operations recovery plan.</li> <li>2. Review the effectiveness of the execution of the pandemic communications and response plans and suggest improvements as warranted.</li> </ol>

	LEVEL I	LEVEL II	LEVEL III (In addition to Level I actions)	LEVEL IV (In addition to Level II actions)	LEVEL V (In addition to level III)
<b>Individuals and Families</b>	<ol style="list-style-type: none"> <li>1. Become informed about pandemic flu by accessing the CDC website at <a href="http://www.pandemicflu.gov">www.pandemicflu.gov</a>.</li> <li>2. Regularly check the UA Pandemic Planning website at <a href="http://cert.arizona.edu/index.php?id=pandemic">http://cert.arizona.edu/index.php?id=pandemic</a></li> </ol>	<ol style="list-style-type: none"> <li>1. Discuss ways to prepare for a pandemic event with family and co-workers.</li> <li>2. All emergency operations personnel should receive the current influenza vaccination.</li> </ol>	<ol style="list-style-type: none"> <li>1. Use the CDC Pandemic Flu Planning Checklist for Individuals and Families to make sure you and your family is prepared for this type of situation.</li> </ol>	<ol style="list-style-type: none"> <li>1. If you haven't already, institute individual public health measures – frequent hand washing, distancing yourself from non family members who are ill, covering your cough or sneeze with a tissue or your sleeve and staying home if you are ill.</li> </ol>	

**Communications Planning: Critical Component to be considered during Level O-Planning**

1. Assess readiness to meet communication needs
2. Establish ECP and revise regularly
3. Establish call down tree
4. Establish system to convert to 24-hour operations
5. Develop and test platforms (hotlines, dedicated websites, local radio, etc)
6. Develop list of local media contacts to rapidly disseminate info
7. Develop website/flyers/educational materials on pandemic flu
8. Ensure culturally and linguistically appropriate
9. Identify key staff responsible for public relations
10. Communication inventory (equipment)

**TYPES OF ACTIVITIES THAT SHOULD BE IN PROCESS BY DIFFERENT DEPARTMENT AND WILL REQUIRE A COORDINATED EFFORT BY MULTIPLE GROUPS (IE. Campus Health, FM, RM &S, PRESIDENT'S OFFICE, ETC.**

LEVEL II	LEVEL III	LEVEL IV
<ol style="list-style-type: none"> <li>1. Activating ECP</li> <li>2. Activate CERT Core Group and full CERT rapidly</li> <li>3. Activate Pandemic Hotline (or Pandemic Response website)</li> <li>4. Refine and deliver messages to students/faculty/parents</li> <li>5. Provide timely and accurate information</li> </ol>	<ol style="list-style-type: none"> <li>1. Move to 24 hour operations</li> <li>2. Hold Q/A forum for parents (outside university or use the Pandemic Response website)</li> <li>3. Revise/update the ECP</li> </ol>	<ul style="list-style-type: none"> <li>• Debrief faculty/students/parents</li> <li>• Revise/update ECP</li> <li>• Revise any travel restrictions temporarily imposed during the pandemic</li> <li>• Do a debriefing on the effectiveness of the UA response and the ECP</li> </ul>